

PRINCIPLES OF NAVAL LEADERSHIP

1. Know yourself and seek self-improvement.

- make an honest evaluation of yourself to determine your strong and weak personal qualities.
- seek the honest opinions of your friends or superiors to show you how to improve your leadership ability.
- learn by studying the causes of success or failure of other leaders.
- develop a genuine interest in people.
- have specific goals and definite plans to attain them.
- have a systematic personal reading program that emphasizes not only professional subjects but also includes topics to help you understand people, both as individuals and in their functioning groups.

2. Be technically and tactically proficient.

- know what is expected of you and then expend time and energy on becoming proficient at those things.
- form an attitude early on of seeking to learn more than is necessary.
- observe and study the actions of capable leaders.
- spend time with those people who are recognized as technically and tactically proficient. Learn as much as you can from them.
- seek feedback from technically and tactically competent people concerning your own performance. Be willing to change.
- seek opportunities to apply knowledge through the exercise of command. Good leadership is acquired only through practice.
- prepare yourself for the job of the leader at the next higher rank.

3. Know your subordinates and look out for their welfare.

- Put the welfare of the women and men for whom you are accountable before your own welfare.
- see the members of your unit and let them see you so that every one of them may know you and feel that you know them. Be approachable.
- let them see that you are determined to fully prepare them for the accomplishment of all missions.
- concern yourself with the living conditions of the members of your unit.
- know your unit's mental attitude; keep in touch with their thoughts.
- ensure fair and equal distribution of rewards.
- provide sufficient recreational time and insist on participation.

4. Keep your subordinates informed.

- whenever possible, explain why tasks must be done and any pertinent amplifying instruction.
- arrange to get sufficient feedback to assure yourself that immediate subordinates are passing on necessary information.
- be alert to detect the spread of rumors. Stop rumors by replacing them with the truth.
- build morale and *esprit de corps* by publicizing information concerning successes of your unit.
- keep your unit informed about current legislation and regulations affecting their pay, promotion, privileges and other benefits.

5. Set the example.

- how your subordinates that you are willing to do the same things you ask them to do.
- be physically fit, well groomed and correctly dressed.
- maintain an optimistic outlook.
- conduct yourself so that your personal habits are not open to criticism.
- exercise initiative and regard the spirit of initiative of your subordinates within your unit.
- avoid showing favoritism to any subordinate.
- delegate authority and avoid over supervision, in order to develop leadership among subordinates.

6. Insure the task is understood, supervised and accomplished.

- issue every order as if it were your own.
- use the established chain of command.
- encourage subordinates to ask questions concerning any point in your orders or directives they do not understand.
- question subordinates to determine if there is any doubt or misunderstanding in regard to the task to be accomplished.
- supervise the execution of your orders.
- exercise care and thought in supervision. Over supervision hurts initiative and creates resentment; under supervision will not get the job done.

7. Train your unit as a team.

- study, prepare and train thoroughly, endlessly.

- encourage unit participation in recreational and military events.
- do not publicly blame an individual for the team's failure nor praise.
- just an individual for the team's success.
- ensure that all training is meaningful, and that its purpose is clear to all members of the command.
- train your team based on realistic conditions.
- insist that every person understands the functions of the other members of the team and the functions of the team as a part of the unit.

8. Make sound and timely decisions.

- developing a logical and orderly thought process by practicing objective estimates of the situation.
- when time and situation permit, planning for every possible event that can reasonably be foreseen.
- considering the advice and suggestions of your subordinates before making decisions.
- making sure your people are familiar with your policies and plans.
- considering the effects of your decisions on all members of your unit.

9. Develop a sense of responsibility among your subordinates.

- operate through the chain of command.
- provide clear, well thought out directions.
- give your subordinates frequent opportunities to perform duties normally performed by senior personnel.
- be quick to recognize your subordinates' accomplishments when they demonstrate initiative and resourcefulness.
- correct errors in judgement and initiative in a way which will encourage the individual to try harder.
- give advice and assistance freely *when it is requested* by your subordinates.
- let your people know that you will accept honest errors without punishment in return.
- resist the urge to micro manage.
- be prompt and fair in backing subordinates.
- accept responsibility willingly and insist that your subordinates live by the same standard.

10. Employ your command in accordance with its capabilities.

- avoid volunteering your unit for tasks that are beyond their capabilities.
- be sure that tasks assigned to subordinates are reasonable.
- assign tasks equally among your subordinates.
- use the full capabilities of your unit before requesting assistance.

11. Seek responsibility and take responsibility for your actions.

- learn the duties of your immediate senior, and be prepared to accept the responsibilities of these duties.
- seek a variety of leadership positions that will give you experience in accepting responsibility in different fields.
- take every opportunity that offers increased responsibility.
- perform every task, no matter whether it be top secret or seemingly trivial, to the best of your ability.
- stand up for what you think is right. Have courage in your convictions.
- carefully evaluate a subordinate's failure before taking action against that subordinate.
- in the absence of orders, take the initiative to perform the actions you believe your senior would direct you to perform if present.